

## FOREIGN AGRICULTURAL SERVICE

### ANNUAL PERFORMANCE PLAN

**Introduction:** The Foreign Agricultural Service (FAS) was established on March 10, 1953, by Secretary's Memorandum No. 1320, Supplement 1. Public Law 83-690, approved August 28, 1954, transferred the agricultural attachés from the Department of State to FAS. These authorities were consolidated in Title 5 of the Agricultural Trade Act of 1978, as amended. Secretary's Memorandum No. 1020-39 dated September 30, 1993, transferred the functions of the former Office of International Cooperation and Development to FAS.

In the course of carrying out its activities, FAS administers programs authorized by separate statutes such as the Agricultural Trade Act of 1978, as amended; the Food, Agriculture, Conservation, and Trade Act of 1990, as amended; the Agricultural Trade Development and Assistance Act of 1954, as amended; Food for Progress Act of 1985; Section 416(b) of the Agricultural Act of 1949; and Section 1458(a) of the National Agricultural Research, Extension and Teaching Policy Act of 1977. FAS' mission and strategic goals are derived from these legislative mandates.

**Mission:** FAS' mission is to serve U.S. agriculture's international interests by expanding export opportunities for U.S. agricultural, fish, and forest products and promoting world food security. The outcomes envisioned are a level playing field for U.S. agricultural producers and exporters in the global marketplace and a safe, nutritious, and reliable food supply for consumers worldwide.

**Organization:** Headquartered in Washington, D.C., FAS maintains an international field structure which includes 64 Agricultural Counselor, Attaché, and Affiliate Foreign National Offices, 17 Agricultural Trade Offices, and several agricultural advisors covering 127 countries around the world. FAS administers a variety of export promotion, technical, and food assistance programs in cooperation with Federal, State, local, private sector, and international organizations. Current FAS employment totals 881 with direct appropriated funding of \$140 million and reimbursable funding of \$54 million for fiscal year 1998.

FAS takes the lead within the Department to protect and strengthen the long-term competitive position of U.S. agricultural, fish, and forest products in foreign markets. It accomplishes this goal through negotiating and monitoring trade agreements; market development, promotion, and outreach activities; country and commodity market intelligence collection, analysis, and dissemination; and international financial assistance programs.

FAS also participates in foreign food aid and technical assistance, research, and economic development activities. These activities support the long-term goal of reducing by half the number of undernourished people worldwide by the year 2015. FAS contributes to this goal by working in partnership with other public and private sector organizations to help build stable and more prosperous economies through the sustainable management of natural resources.

**External Factors:** FAS plans to maintain the organizational capacity to mitigate external factors posed by foreign competitors with a variety of mechanisms and programs. These include overcoming foreign competitors' continued use of export subsidies, direct credits and credit guarantee programs, non-price export promotion, monopolistic marketing boards, and various technical assistance programs.

Other external factors outside FAS' span of control include: variability in crop production due to weather conditions, both at home and abroad; effect of foreign exchange fluctuations on the price of U.S. products abroad; political instability that may undermine demand in key importing countries; and reductions in resources of other USDA and Federal agencies with whom FAS works in partnership to fulfill its strategic mission and goals.

**Goal 1:** Expand export opportunities for U.S. agricultural, fish, and forest products

**Objective 1.1:** Expand foreign market access for U.S. agricultural, fish, and forest products.

**Baseline:** Recent activity levels for selected performance indicators include:

	<b>FY 1997</b>
• Number of major trade issues addressed through bilateral approach	100
• Number of major trade issues addressed through multilateral approach	384
• Number of SPS issues resolved through bilateral/multilateral approaches	60

**Program Activities:** *Market Access:* Monitoring international compliance with bilateral and multilateral trade agreements; identification of restrictive tariffs and unfair trade practices which act as barriers to the import of U.S. agricultural commodities and negotiation of their removal; and administration of import management programs, antidumping and countervailing duty cases, and other mandates.

<b>Funding and FTEs</b>	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
Salaries and Expenses (\$Mil.)	25.158	24.889	25.059
FTEs	190	190	175

#### **PERFORMANCE GOALS AND INDICATORS**

Resolve sanitary and phytosanitary (SPS) issues.

Prepare for next round of multilateral trade negotiations and regional free trade agreements.

Number of SPS issues resolved annually through bilateral and/or multilateral approaches	60	60	65
Number of trade issues addressed annually through bilateral approach (involves monitoring, accessions, committees, addressing SPS issues, and new liberalization negotiations)	100	100	100
Number of trade issues addressed annually through multilateral approach (involves monitoring, accessions, committees, addressing SPS issues, and new liberalization negotiations)	384	385	385
Jointly implement strategic decision making process with other USDA agencies involved in SPS issues, e.g., <i>Codex Alimentarius</i> (cross-cutting initiative)	Yes	Yes	Yes
Impact of trade agreements on --			
U.S. agricultural exports supported (\$Bil.)	\$2.0	\$2.1	\$2.2
Multiplier effect: U.S. national economy (\$Bil.)	\$4.8	\$5.0	\$5.3
Multiplier effect on U.S. rural economy (\$Bil.)	\$1.6	\$1.7	\$1.8
Multiplier effect on U.S. employment (jobs)	34,600	36,330	38,060

**Discussion of Performance Goals:** The achievement of these performance goals supports the accomplishment of the USDA's Goal 1.2: Open, expand and maintain global market opportunities for agricultural producers. The rationale for FAS' efforts to increase foreign market access is to achieve a more level playing field for U.S. agricultural, fish, and forest product exporters, which will result in additional opportunities for U.S. agricultural exports. This, in turn, results in additional benefits to the U.S. national and rural economies and domestic employment. FAS output goals focus on trade agreements and negotiations

that reduce trade barriers, address sanitary and phytosanitary (SPS) trade issues, and open and enhance foreign market opportunities for U.S. agriculture. Growth in foreign market opportunities for U.S. agricultural exports will depend heavily upon success in negotiating trade agreements, monitoring the implementation of present agreements, and if necessary, compelling foreign countries to fulfill their agreed-to obligations through bilateral or multilateral negotiations. Every additional market access output recorded by FAS has a positive and beneficial effect on U.S. exports and domestic employment.

The rationale for putting priority on SPS issues is that they are vital FAS output goals for the U.S. agricultural industry. SPS issues raised by foreign countries under the guise of sound science which block market access significantly limit U.S. export opportunities by placing unreasonable requirements on their agricultural imports. FAS provides or administers project funds for research activities specifically targeted to resolve SPS issues and trains foreign participants in U.S. food safety standards (see Goal 2, Objective 2.3). FAS is working with other USDA agencies (e.g., APHIS, AMS, ARS, ERS, FSIS, GIPSA, OGC, and Office of Chief Economist) to establish a USDA Policy-Level Group on Technical Barriers to Trade to ensure better USDA coordination on SPS issues. The agency also ensures appropriate representation at key international meetings.

FAS, working within the interagency process chaired by Office of the United States Trade Representative (USTR), has the primary role in all agricultural trade-related negotiations and implementations. Implementing the North American Free Trade Agreement (NAFTA) and Uruguay Round (UR) agreement, including associated SPS agreements, will provide additional market opportunities for U.S. agricultural, fish, and forest products. Both the NAFTA and UR agreements require reduced barriers to foreign markets through 1999. The timeliness and number of agreements implemented will be determined through final resolution of "working" details. WTO membership expansions (accessions) will reduce some market barriers and will provide a vehicle for larger, negotiated trade opportunities over the next five years. The relationship between the activities during 1999 and the long-term impacts within the same year will be significantly understated in most instances.

FAS' involvement in crosscutting initiatives that support this objective are the U.S. Government's Trade Policy Steering Committee (TPSC) and Trade Policy Review Committee (TPRC) both chaired by USTR, and the USDA Policy-Level Group on Technical Barriers to Trade. FAS' involvement in these USTR chaired committees ensures that the agricultural production and processing sectors of the U.S. economy and their issues are fully represented. As a result of a General Accounting Office review of USDA's approach to resolving SPS issues, FAS has recently been tasked with the responsibility to support the Special Assistant to the Secretary on International Affairs to coordinate USDA wide goals and objectives and facilitate the integration of USDA-wide processes to improve USDA's efficiency and effectiveness in prioritizing SPS issues and bringing them to resolution. Since this initiative has just begun, USDA is in the process of determining how all of the USDA agencies will jointly plan and coordinate this effort.

**Means and Strategies:** FAS' strategy to develop policies for resolving/reducing trade barriers is determined in large part through Inter-Agency processes and reflects Administration priorities. Within USDA, it is also determined in consultation with policy officials including the Office of the Secretary and the Sub-Cabinet. Increased workload demands will require significant improvements in staff efficiency and effectiveness. Utilizing appropriate technologies will assist FAS in handling this increased workload. Specifically, increased work will result from preparing the next round of multilateral agricultural negotiations scheduled to begin in 1999; negotiating additional WTO accessions (28 are currently in progress); expanding monitoring and analysis of WTO notifications on Technical Barriers to Trade; strengthening monitoring and analysis of environmental agreements and their impact on U.S. agricultural exports; improving submissions for SPS trade dispute resolution; expanding NAFTA (Chile's accession to NAFTA is anticipated in 1998/99); and creating a Free Trade Area of the Americas (FTAA) targeted by the Administration for completion by 2005. Each of these initiatives will increase market access opportunities for U.S. agricultural, fish, and forest product exporters.

The lead organizational unit is FAS' International Trade Policy area. Its activities are supported by Commodity and Marketing Programs and FAS' overseas offices which dedicate considerable resources to the

resolution of trade policy issues. FAS foreign and domestic travel enables FAS headquarter representatives and negotiators to successfully accomplish these goals. FAS recognizes the need for a more integrated and comprehensive process for tracking trade issues from identification to resolution, and is developing a integrated trade issues data base.

**Verification and Validation:** FAS employs a mix of manual and automated procedures and systems to verify and validate the performance indicators associated with this objective. The verification and validation of these procedures will be a primary focus during the annual division-level planning sessions as part of FAS' ongoing GPRA implementation process. Additionally, the development of an agency-wide performance measurement and evaluation system will address any shortcomings on data availability under this objective.

Calculating the impact of implementing trade agreements relies on procedures established and approved by the Trade Promotion Coordinating Committee (TPCC) and used in preparation of the annual National Export Strategy submitted to the Congress. Estimating national and rural economic impacts involves combining the export impacts with trade multipliers associated with direct and indirect effects of agricultural exports (multiplier effect per billion dollar of agricultural exports are as follows: national economy = \$2.4 billion; rural economy = \$800 million; national employment in jobs created = 17,300). These are published by USDA's Economic Research Service using results from a 417 sector input-output model of the United States economy.

**Objective 1.2:** Focus and expand foreign market development and promotion activities, and domestic and foreign outreach activities to U.S. exporters and foreign buyers.

**Baseline:** Recent activity levels for selected performance indicators include:

	FY
<b>1997</b>	
• Number of companies assisted in establishing marketing and distribution channel contacts through FMD/MAP programs	1,580
• Number of new foreign buyers introduced to U.S. products through FMD/MAP	1,000
• Number of outreach events sponsored by FAS overseas offices to generate interest in U.S. agricultural products	300
• Number of U.S. companies exporting agricultural products	7,000

**Program Activities:** Market Development, Promotion, and Outreach: Servicing U.S. and foreign agricultural trade sectors to help establish, build, and maintain overseas markets; facilitating export readiness by helping to link both export-ready and new-to-export firms to market-entry opportunities; and targeting foreign buyers to educate them about the merits of U.S. products and how they can be purchased.

Funding and FTEs	FY 1997	FY 1998	FY 1999
Market Access Program (\$Mil.)	\$90.0	\$90.0	\$90.0
Salaries and Expenses (\$Mil.)	66.056	66.808	61.486
FTEs	178	178	165

## PERFORMANCE GOALS AND INDICATORS

Use Foreign Market Development (FMD) and Market Access Program (MAP) to target small and new-to-export firms to help them with foreign buyer contacts. Educate and train small and new-to-export companies on basics of exporting.

Percent of MAP participants that meet SBA definition of small businesses.	84%	95%	100%
Time lapse between entry and graduation of export firm needing assistance for products in given market	5 years	5 years	5 years
Number of companies assisted annually in establishing marketing and distribution channel contacts through FMD/MAP programs	1,580	1,580	1,580
Number of foreign buyers introduced annually to U.S. products through FMD/MAP programs	1,000	1,100	1,100
Cumulative number of potential exporters identified and contacted about FAS exporter services	n/a	4,000	4,500
Number of outreach events sponsored annually by FAS overseas offices to generate interest in U.S. agricultural products	300	350	350
Cumulative number of U.S. based companies exporting agricultural products	7,000	8,000	8,500
Impact of market development on:			
U.S. agricultural exports supported (\$Bil.)	\$5.0	\$5.2	\$5.2
Multiplier effect on U.S. national economy (\$Bil.)	\$12.0	\$12.5	\$12.5
Multiplier effect on U.S. rural economy (\$Bil.)	\$4.0	\$4.2	\$4.2
Multiplier effect on U.S. national employment (jobs)	86,500	89,960	89,960

**Discussion of Performance Goals:** The achievement of these performance goals supports the accomplishment of the USDA's Goal 1.2: Open, expand and maintain global market opportunities for agricultural producers. USDA's rationale for strengthening U.S. agriculture's long-term competitive position in global markets is to provide a more level playing field for U.S. exporters of agricultural, fish, and forest products. FAS' market development strategy relies heavily on market promotion programs (FMD, MAP, and trade show sponsorship) and an ambitious outreach effort. FAS plans to increase these programs' effectiveness by integrating them with other export programs, activities, and policy initiatives, and targeting promising growth markets or growth market segments in mature markets where market development is the most appropriate tool to boost exports. However, while pursuing this growth strategy, FAS must continue to invest appropriate resources in mature markets to protect hard-won gains from increasingly well-funded market development efforts by competitors.

Several performance indicators focus on tracking progress in achieving FAS' outreach objectives; namely, increasing domestic awareness of export opportunities, USDA export programs, and overseas market intelligence. The rationale is to reach out directly to potential exporters -- especially small and new-to-export agribusiness firms -- so that strategic partnerships can be built with interested organizations to explain to their memberships the rewards of exporting and how USDA can assist them in developing new markets.

**Means and Strategies:** FAS' strategy for identifying the optimal mix of appropriate export promotion programs will be determined through a comprehensive "bottoms-up" tactical planning and resource allocation

process that will identify priority markets for deploying agency resources -- a process that will involve FAS staff in Washington headquarters and in overseas offices. The Country Promotion Planning (CPP) process is how FAS will determine market priorities and deploy agency resources. The CPP is a strategic marketing plan developed from a cross-commodity country market point of view by each field office. The focus of this strategy is on identifying which products offer the best prospects for U.S. exporters, setting export performance goals for each, identifying trade and marketing factors which help or hurt our ability to reach those goals, crafting a strategic response to each of those factors using FAS (and possibly others) tools and resources, and finally, establishing quantifiable measures of performance to help evaluate whether the individual market strategy is working. The CPP helps link resources to anticipated trade outcomes.

Increased workload demands will require significant improvements in staff efficiency and effectiveness. Utilizing appropriate technologies will assist FAS in handling this increased workload. Resources required for effective market development, promotion, and outreach include human resources, both in Washington and overseas, as well as program resources (FMD and MAP). Funds for human resources should include, in addition to staff salaries, provisions for domestic and foreign travel, as well as training. Both are crucial to the successful execution of FAS' strategy and attainment of its strategic and annual performance goals.

The lead organizational unit is FAS' Commodity and Marketing Programs area. Its activities are supported by FAS' overseas offices which assign significant resources to market development and promotion. FAS' overseas offices are essential to assisting U.S. suppliers in establishing marketing and distribution channel contacts in foreign markets and critical to conduct overseas outreach events to generate interest in U.S. food and agricultural products. FAS foreign and domestic travel enables FAS headquarter representatives and negotiators to successfully accomplish these goals.

**Verification and Validation:** FAS employs a mix of manual and automated procedures and systems to verify and validate the performance indicators associated with this objective. Verifying and validating these procedures and systems for their appropriateness as measurement tools will be a primary focus during the annual division-level planning sessions as part of FAS' ongoing GPRA implementation process. Additionally, the development of an agency-wide performance measurement and evaluation system will address any shortcomings on data availability under this objective.

Calculating impact of market development relies on procedures established and approved by the Trade Promotion Coordinating Committee (TPCC) and used in preparation of the annual National Export Strategy submitted to the Congress. This includes calculating the impact of FAS market development programs on exports. Estimating national and rural economic impacts involve combining the export impacts with trade multipliers associated with direct and indirect effects of agricultural exports (multiplier effect per billion dollars of agricultural exports are as follows: national economy = \$2.4 billion; rural economy = \$800 million; national employment in jobs created = 17,300). These are published by USDA's Economic Research Service using results from a 417 sector input-output model of the United States economy.

**Objective 1.3:** Maintain foreign market intelligence services for U.S. agricultural interests.

**Baseline:** Recent activity levels for selected performance indicators include:

	FY
<b>1997</b>	
• Number of overseas trade leads generated annually	5,100
• Number of foreign buyers contacts listed in FAS import database	
20,000	
• Number of buyer alerts generated annually	600
• Number of FAS publications distributed annually via Internet	16,000

**Program Activities:** Market Intelligence: Providing continuous and up-to-date market intelligence

information to U.S. farmers and traders on world agricultural production and trade which they can use to adjust to changes in world demand for their products; and analyzing agricultural information essential to the assessment of foreign supply and demand conditions to provide estimates of the current situation and to forecast the export potential for specific U.S. agricultural commodities.

<b>Funding and FTEs</b>	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
Salaries and Expenses (\$Mil.)	27.827	27.554	28.227
FTEs	195	195	180

#### **PERFORMANCE GOALS AND INDICATORS**

Assure timely and accurate foreign crop production estimates and market intelligence for public and private sector use.

*AgExport Connections* database:

Overseas trade leads generated annually	5,100	5,300	5,500
Foreign importers listed in FAS database	20,000	21,000	22,000
Buyer Alerts generated annually	600	750	900

Cumulative number of FAS publications and market analyzes distributed via FAS Internet homepage	16,000	18,000	20,000
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Forecasting reliability of WASDE projections  
(% diff. between Feb. projection and final est.)

World exports	4.08%	4.05%	4.00%
U.S. exports	6.22%	6.10%	6.00%
Foreign production	1.72%	1.65%	1.60%

**Discussion of Performance Goals:** The achievement of these performance goals supports the accomplishment of USDA's Goal 1.2: Open, expand and maintain global market opportunities for agricultural producers. The rationale for USDA's foreign market intelligence gathering and analysis is two-fold. First, comprehensive and timely market information is critical to USDA's ability to support its program, regulatory, and policy making activities in international trade and domestic production and marketing. Second, access to timely market information is vital to U.S. producers and exporters who lack the economies of scale to collect and analyze this information on their own.

**Means and Strategies:** The lead organizational unit for market intelligence is FAS' Commodity and Marketing Programs area. In coordination with FAS' overseas offices, which collect, analyze, and forecast country specific crop and market information, this organizational unit assures accurate and timely distribution to end-users. Funds for human resources should include, in addition to staff salaries, provisions for foreign and domestic travel, as well as training. Both are crucial to the successful execution of FAS' strategy and attainment of its strategic and annual performance goals.

FAS works in partnership with the World Agricultural Outlook Board, National Agricultural Statistics Service, the Economic Research Service, and the USDA Office of the Chief Economist. As discussed in Management Initiative No. 1, FAS plans to re-engineer its market intelligence gathering/dissemination processes in order to make them more streamlined and more responsive to internal and external customer needs and reallocate staff resources to higher priority objectives and tasks. The cost effectiveness and accuracy of FAS' crop production estimates will be enhanced through expanded inter-agency collaboration and process improvement.

**Verification and Validation:** FAS employs a mix of manual and automated procedures and systems to

verify and validate the performance indicators associated with this objective. Verifying and validating these procedures and systems for their appropriateness as measurement tools will be a primary focus during the annual division-level planning sessions as part of FAS' ongoing GPRA implementation process. Additionally, the development of an agency-wide performance measurement and evaluation system will address any shortcomings on data availability under this objective.

Calculating the performance measures above involves a variety of methods. The three categories of measures involve computer counts of electronic records. The forecasting accuracy of statistics are from the annual February edition of USDA's World Agricultural Supply Demand Estimates publication (page 29 - reliability estimates). The World Agricultural Outlook Board's monthly historical analysis of crop production estimates will be used to evaluate and validate the indicator.

**Objective 1.4:** Focus financial assistance programs to meet foreign market development needs.

**Baseline:** Recent activity levels for selected performance indicators include:

	FY
<b>1997</b>	
<ul style="list-style-type: none"> <li>Number of developing countries analyzed for credit risk to determine eligibility for GSM programs risk insurance coverage</li> <li>Percent use of GSM credit guarantees in developing countries with inadequate liquidity to purchase U.S. agricultural products</li> </ul>	81

**Program Activities:** *Financial Market Assistance:* Administering price/credit and risk assistance programs designed to leverage overseas market expansion for U.S. agricultural, fish, and forest products and to counter export subsidies of foreign competitors and allow U. S. exporters to compete with sales terms offered by foreign competitors.

Funding and FTEs	FY 1997	FY 1998	FY 1999
Export Credit Guarantees (\$Mil.)	\$2,876.1	\$5,000.0	\$4,615.0
Export Enhancement Program (\$Mil.)	0	150.0	320.0
Dairy Export Incentive Program (\$Mil.)	121.462	98.7	82.3
Salaries and Expenses (\$Mil.)	19.287	19.082	19.212
FTEs	146	146	134

#### PERFORMANCE GOALS AND INDICATORS

Leverage market access and expansion opportunities in developing countries lacking short-term liquidity to borrow on the commercial market for food and agricultural imports.

Number of developing countries analyzed for risk coverage under GSM export credit guarantee programs	81	85	85
Percent use of GSM credit guarantees to countries lacking liquidity to purchase U.S. agricultural products commercially based on risk and market assessments	70%	72%	74%



## Impact of GSM programs on:

U.S. agricultural exports supported (\$Bil.)	\$2.9	\$5.0	\$4.6
Multiplier effect on U.S. national economy (\$Bil.)	\$6.9	\$12.0	\$11.0
Multiplier effect on U.S. rural economy (\$Bil.)	\$2.3	\$4.0	\$3.7
Multiplier effect on U.S. national employment (jobs)	50,170	86,500	79,580

**Discussion of Performance Goals:** The achievement of these performance goals supports the accomplishment of the USDA's Goal 1.2: Open, expand and maintain global market opportunities for agricultural producers. FAS' rationale for using its financial marketing tools to leverage market access and market expansion is to enable developing countries suffering short- and long-term liquidity shortages to buy U.S. agricultural, fish, and forest products on the commercial market. In this vein, FAS is refocusing its foreign country financial marketing assistance programs from the public sector to private sector importers. Historically, the public sector was the primary importer of agricultural products and was the primary beneficiary of GSM-102/103 programs, but the trend toward privatization has increased the relative importance of private sector buyers.

While the U.S. has a large share of the world market for bulk commodities, there is continued room for export growth in the high-value product sector. The Supplier Credit Guarantee program was created to expand greater high-value product exports by facilitating credit for such purchases in foreign markets lacking sufficient liquidity to purchase openly on the commercial market. The expansion of high-value product exports under credit guarantee programs will be measured primarily by the growth of the Supplier Credit Guarantee program.

**Means and Strategies:** The lead organizational unit of FAS' planning and implementation of financial market assistance programs lies within the Export Credit program area. FAS's strategy to identify and prioritize country allocations is to use the data collected through the Country Promotion Planning Process that is provided by FAS' overseas offices and through the financial analysis of developing countries liquidity situation. Export Credits evaluates all of this information and administers the programs and activities under its authority to maximize the impact on expanding export opportunities for U.S. agricultural, fish and forest products. Foreign and domestic travel are essential for the effective planning and implementation of these programs. Computer support that allows for sharing information across programs will continue to be a high priority for FAS.

As mandated by the Agricultural Trade Act of 1978, as amended, the Secretary of Agriculture is required to certify that a country is able and willing to meet its current and future debt obligations before extending commercial credit guarantees. This responsibility was delegated to FAS. This mandate complements the Credit Reform Act of 1990 which resulted in the creation of the Interagency Country Risk Assessment System Working Group. This 9-agency group which is chaired by OMB, establishes the country risk ratings that are used to develop budget subsidy estimates for FAS' Export Credit Guarantee Programs (GSM-102, 103, Supplier Credit, and Facility Credit programs).

The Farm Service Agency of USDA, under the corporate umbrella of the Commodity Credit Corporation, is responsible for the financial management (budget and accounting) and IRM systems maintenance for these programs. Additionally, FSA has the program management responsibility for approving foreign banks' participation in the guarantee programs and for setting foreign bank credit (exposure) limits. As FSA's administrative services are converged with the administrative units of Rural Development and the Natural Resources Conservation Service, FAS will work to ensure that the program requirements continue to be met.

**Verification and Validation:** FAS employs a mix of manual and automated procedures and systems to verify and validate the performance indicators associated with this objective. FAS' automated systems

include the GSM Export Credit Guarantee system, the Dairy Export Incentive system, and the Export Enhancement system. These systems contain the program data required to verify and validate the performance indicators. The verification and validation of these procedures will be a primary focus during the annual division-level planning sessions as part of FAS' ongoing GPRA implementation process. Additionally, the development of an agency-wide performance measurement and evaluation system will address any shortcomings on data availability under this objective.

Calculating the impact of the GSM programs relies on procedures established and approved by the Trade Promotion Coordinating Committee (TPCC) and used in preparation of the annual National Export Strategy submitted to the Congress. Estimating national and rural economic impacts involve combining the export impacts with trade multipliers associated with direct and indirect effects of agricultural exports (multiplier effect per billion dollars of agricultural exports are as follows: national economy = \$2.4 billion; rural economy = \$800 million; national employment in jobs created = 17,300). These are published by USDA's Economic Research Service using results from a 417 sector input-output model of the United States economy.

**Goal 2:** Promote world food security.

**Objective 2.1:** Organize activities that help meet international food security challenges and support sustainable agricultural development internationally.

**Baseline:** Recent activity levels for selected performance indicators for this objective include:

**FY**

**1997**

- Number of research projects and technical assistance activities funded to build 250 sustainable foreign markets
- Number of research, technical assistance, and training activities facilitated by FAS to enhance agricultural development 1,087

**Program Activities:** *Long-term Market and Infrastructure Development:* Administering technical assistance and training activities that help meet international food security challenges and support sustainable agricultural development internationally.

<b>Funding and FTEs</b>	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
Reimbursable Program Funded by AID and Other Organizations (\$Mil.)	\$31.073	\$31.500	\$31.500
Salaries and Expenses (\$Mil.)	13.960	14.408	14.485
FTEs	174	172	165

#### **PERFORMANCE GOALS AND INDICATORS**

Organize research projects and technical assistance activities to build sustainable foreign markets. Organize research projects, technical assistance, and economic development activities to enhance agricultural development.

Number of research projects and technical assistance activities facilitated annually to build sustainable foreign markets	250	250	250
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Number of research, technical assistance, and economic development activities facilitated annually by FAS to enhance agricultural development	1,087	1,100	1,100
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**Discussion of Performance Goals:** The achievement of these performance goals supports the accomplishment of USDA's goal 2.5: Enhance world food security and assist in the reduction of world hunger. The rationale for FAS' administration of research, technical assistance, and economic development activities funded by USAID and other organizations is to help support the internationally sanctioned goal of reducing by half the number of hungry and under-nourished people worldwide by the year 2015. While helping developing countries feed their people, these activities also provide long-term benefits to the U.S. economy by stimulating foreign demand for U.S. food and agricultural products by enhancing economic development and income growth.

**Means and Strategies:** The lead organizational unit is FAS' International Cooperation and Development program area. Most of the funding of this program area's activities for administering research, technical assistance, training, and economic development is through reimbursable agreements with USAID and other agencies and departments within the Federal sector. Strategies employed to accomplish these program activities are primarily determined by the funding agencies and departments. The balance is supported by a combination of reimbursable funds for general support and administrative services, and FAS appropriated funding allocations for specific projects. Additionally, the FAS budget reflects resources associated with office space, computer hardware and software, and human resource support services (i.e., HRD, MSD and IRM) for administering research, technical assistance, training, and economic development activities.

**Verification and Validation:** FAS performance indicators related to the number of project participants and technical assistance activities will be verified in project and program reports and evaluations required under funding agreements. In some cases export sales will be verified by using specific information received from project or program recipients who document actual U.S. export sales resulting from FAS-administered activities. Finally, FAS will conduct a systematic annual evaluation of its activities related to FAS/USDA representation at both international and inter-agency organizations. This evaluation will document qualitative and quantitative outcomes of such activities. The verification and validation of these procedures will be a primary focus during the annual division-level planning sessions as part of FAS' ongoing GPRA implementation process. Additionally, the development of an agency-wide performance measurement and evaluation system will address any shortcomings on data availability under this objective.

**Objective 2.2:** Administer food aid and other assistance programs to meet international food security challenges and U.S. Government commitments.

**Baseline:** Recent activity levels for selected performance indicators for this objective include:

		<b>FY</b>
<b>1997</b>		
	• Percent of P.L. 480, Title I commodity programming allocated to Sub-Saharan Africa	4%
	• Percent of Food for Progress funds supporting economic growth activities	70%
	• Percent of Emerging Markets Program projects funded to create/improve market opportunities in targeted countries	60%
	• Number of research and technical assistance projects initiated using P.L. 480 foreign currencies	3

**Program Activities:** Long-term Market and Infrastructure Development: Administering P.L. 480, Food for Progress and Emerging Markets programs to meet humanitarian assistance needs, promote sustainable long-

term economic development, and increase and diversify U.S. agricultural exports.

<b>Funding and FTEs</b>	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
P.L. 480, Title I Credit Sales (\$Mil.)	\$202.480	\$244.508	\$111.558
Food for Progress <u>a/</u> (\$Mil.)	48.447	50.315	52.825
Emerging Markets Program (\$Mil.)	9.992	10.000	10.000
Salaries and Expenses (\$Mil.)	Included	Included	Included
FTEs	Under Obj. 2.1	Under Obj. 2.1	Under Obj. 2.1

a/ Fifty percent of the costs of Food for Progress are allocated to FAS and FSA each.

<b>PERFORMANCE GOALS AND INDICATORS</b>	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
Focus P.L. 480, Title I program resources toward neediest developing countries. Deploy Food for Progress resources to support economic growth activities. Target EMO funds to low-income countries with high growth potential.			
Percent of P.L. 480, Title I commodity programming allocated to Sub-Saharan Africa	4%	20%	25%
Percent of Food for Progress program resources supporting economic growth in low-income developing countries	70%	72%	74%
Percent of Emerging Market Program projects funded to create/ improve U.S. market opportunities in low-income developing countries	60%	65%	70%
Number of research and technical assistance projects initiated using P.L. 480 foreign currencies	3	4	5
Impact of food aid programs (Food for Progress and P.L. 480, Title I)			
U.S. agricultural exports supported (\$Mil.)	\$234	\$301	\$181
Multiplier effect on U.S. national economy (\$Mil.)	\$562	\$722	\$434
Multiplier effect on U.S. rural economy (\$Mil.)	\$187	\$241	\$145

**Discussion of Performance Goals:** The achievement of these performance goals supports the accomplishment of USDA's goal 2.5: Enhance world food security and assist in the reduction of world hunger. The rationale for FAS' administration of food aid and Emerging Market Program is to support long-term market infra-structure development to advance the important agency goal of promoting world food security. While helping developing countries feed their people and develop market infrastructure, these program activities also help FAS expand export opportunities over the longer term by stimulating foreign demand and opening new markets for U.S. food and agricultural products through their introduction to consumers in developing countries.

FAS' priority to increase export assistance to Sub-Saharan Africa will be measured by the increase in the percent of P.L. 480, Title I commodities allocated to that region. Additionally, as authorized by the P.L. 480 authorizing statute, FAS will use foreign currencies generated by P.L. 480 Title I to fund technical assistance and market development initiatives. FAS intends to fund activities in selected countries to facilitate a transition toward commercially financed trade instead of continued assistance from donor countries.

**Means and Strategies:** The lead organizational unit is FAS' Export Credit program area. FAS' food aid and Emerging Markets programs are funded by direct appropriations and Commodity Credit Corporation funds. FAS's strategy is to identify and prioritize country allocations by using the data collected through the Country Promotion Planning Process (that is provided by FAS' overseas offices) and other sources. Export Credits evaluates all of this information and administer the programs and activities under its authority. This program area works in coordination with FAS' International Cooperation and Development program area, sharing responsibility for some Emerging Markets projects and some P.L. 480 foreign currency accounts. FAS uses its overseas field office staff to help negotiate P.L. 480 Title I agreements and review the viability of Emerging Markets and Food for Progress projects. FAS works in partnership with private voluntary organizations and other agricultural development organizations, including agricultural marketing cooperatives, to implement Emerging Markets and Food for Progress programs. Improved use of enabling technologies and other operational processes will help FAS in achieving its objectives for this program activity by the year 2002.

**Verification and Validation:** FAS employs a mix of manual and automated procedures and systems to verify and validate the performance indicators associated with this objective. FAS' automated systems include the Automate P.L. 480 Umbrella system (APLUS) and various small databases. These systems contain the program data required to verify and validate the performance indicators. The APLUS system is maintained by the Farm Service Agency (FSA) under the auspices of the Commodity Credit Corporation and is used jointly by FAS and the Financial Management Division of FSA to provide complete financial management and accounting for this program. The verification and validation of these procedures will be a primary focus during the annual division-level planning sessions as part of FAS' ongoing GPRA implementation process. Additionally, the development of an agency-wide performance measurement and evaluation system will address any shortcomings on data availability under this objective.

Calculating the impact of the P.L. 480, Title I program will rely on procedures established and approved by the Trade Promotion Coordinating Committee (TPCC) and used in preparation of the annual National Export Strategy submitted to the Congress. Estimating national and rural economic impacts involve combining the export impacts with trade multipliers associated with direct and indirect effects of agricultural exports (multiplier effect per billion dollars of agricultural exports are as follows: national economy = \$2.4 billion; rural economy = \$800 million; national employment in jobs created = 17,300). These are published by USDA's Economic Research Service using results from a 417 sector input-output model of the U.S. economy.

**Objective 2.3:** Promote research activities that highlight U.S. food safety standards and use of biotechnology to ensure a safe, nutritious food supply.

**Baseline:** Recent activity levels for selected performance indicators for this objective include:

		<b>FY</b>
<b>1997</b>		
	• Number of research activities facilitated by FAS that encourage use of sound science in resolution of SPS issues	50
	• Number of foreign participants trained in U.S. food safety standards through FAS-initiated seminars on food safety	85
	• Number of training programs organized by FAS on use of food safety and biotechnology to combat world hunger and malnutrition	0

**Program Activities:** *Long-term Market and Infrastructure Development:* Administering research and technical assistance activities that address food safety and nutrition issues, including training foreign officials on U.S. food safety standards through seminars focusing on food safety and the use of biotechnology to

combat world hunger and malnutrition.

<b>Funding and FTEs</b>	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
Salaries and Expenses (\$Mil.)	Included	Included	Included
FTEs	Under Obj. 2.1	Under Obj. 2.1	Under Obj. 2.1

#### **PERFORMANCE GOALS AND INDICATORS**

Promote research and technical assistance activities that address food safety and biotechnology issues. Educate foreign participants in U.S. food safety standards through FAS-sponsored seminars.

Number of research activities facilitated annually by FAS that encourage use of sound science (i.e., <i>Codex Alimentarius</i> ) in resolution of SPS issues	50	60	60
Number of foreign participants trained annually in FAS-sponsored seminars on U.S. food safety	85	90	90
Number of training programs organized annually by FAS on use of food safety and biotechnology to combat world hunger and malnutrition	0	3	3

**Discussion of Performance Goals:** The achievement of these performance goals supports the accomplishment of USDA's goal 2.5: Enhance world food security and assist in the reduction of world hunger. FAS' rationale for this program activity is to educate foreign officials and key experts in foreign countries on U.S. food safety standards and the contribution that biotechnology can make in reaching the long-term goal of reducing by half the number of hungry and undernourished people worldwide by the year 2015. These activities also provide long-term benefits to the U.S. economy by stimulating foreign demand for U.S. food and agricultural products by reassuring foreign consumers of the safety of the U.S. food supply through education and information dissemination.

**Means and Strategies:** The lead organizational unit is FAS' International Cooperation and Development program area. Most of the funding for organizing and facilitating research and technical assistance activities on food safety and biotechnology issues is through reimbursable agreements with other USDA agencies, other Departments within the Federal sector, and foreign governments. The balance is supported by a combination of reimbursable funds for general support and administrative services, and FAS appropriated funding allocated for specific projects. Strategies employed to accomplish these program activities are primarily determined by the funding agencies and departments. Additionally, the FAS budget reflects resources associated with office space, computer hardware and software, and human resource support services (i.e., HAD, MSD and ARM) for administering research, technical assistance, training, and economic development activities. Improved use of enabling technologies and other operational processes will help FAS in achieving its objectives for this program activity by the year 2002.

**Verification and Validation:** FAS' performance indicators related to the number of project participants and technical assistance activities will be verified in project and program reports and evaluations required under funding agreements. FAS will conduct a systematic annual evaluation of its activities related to FAS/USDA participation in activities to educate foreign consumers about food safety and biotechnology issues. This evaluation will document qualitative and quantitative outcomes of such activities. Additionally, the development of an agency-wide performance measurement and evaluation system will address any shortcomings on data availability under this objective.

**Management Initiative 1:** Promote organizational efficiency through implementing Congressional mandates (e.g., GPRA, ITMRA), Presidential Executive Orders (e.g., NPR, Customer Service, Partnership Councils), and Departmental Orders (e.g., Civil Rights and EEO).

**Objective:** Improve program delivery of customer services through strategic planning.

**Program Activities:** All

<b>Funding and FTEs</b>	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
Salaries and Expenses (\$Mil.)	Included	Included	Included
FTEs	under Goals 1 & 2	under Goals 1 & 2	under Goals 1 & 2
<b>PERFORMANCE GOALS AND INDICATORS</b>	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
Implement strategic and performance planning at all levels of the agency. Re-engineer operational processes to improve organizational capacity to deliver timely and efficient services to customers.			
Create and modify strategic plans, annual performance plans (APPs), and evaluate results in annual performance reports to Congress	Yes	Yes	Yes
Develop and implement an integrated FAS-wide resource allocation process	Yes	Yes	Yes
Implement annual global review of overseas staffing patterns based on standardized methodological approach	Yes	Yes	Yes
Develop 5-year information resource management strategic plan mandated by ITMRA and implement funded initiatives	Yes	Yes	Yes
Conduct organizational assessment based on President's Quality Award criteria	n/a	Yes	n/a
Develop and implement an agency-wide performance measurement and evaluation system in support of GPRA and agency goals/objectives	n/a	Yes	Yes
Conduct agency-wide market intelligence re-engineering project that links market intelligence gathering to customer demands	n/a	n/a	Yes
Develop and implement FAS' Civil Rights Implementation plan	Yes	Yes	Yes
Implement the Secretary's Civil Rights Action Team's (CRAT) recommendations	Yes	Yes	Yes
Develop and implement results-oriented Civil Rights Program Delivery Plan	Yes	Yes	Yes

Support the Secretary's goal of converging administrative functions across agencies

Yes

Yes

Yes

**Discussion of Performance Goals:** FAS' rationale for this management performance objective is to align the GPRA requirements with new and modified management processes and systems. Recently enacted Federal statutes and executive orders, including the Government Performance and Results Act (GPRA), Chief Financial Officers Act (CFO), Information Technology Management Reform Act (ITMRA), Government Management Reform Act (GMRA), Presidential Executive Orders on Customer Service, and Partnership Councils mandated by the National Performance Review, are fundamentally changing the way government operates. In order to institutionalize strategic planning, Civil Rights, and EEO initiatives, FAS will revise its Civil Rights individual performance element to incorporate measurable goals and objectives.

FAS is a world-wide organization that requires a global information infrastructure to effectively carry out its mission. A major focus of its overseas office arm is collection and reporting market oriented intelligence. Information collected, reported and disseminated is central to FAS effectiveness in attaining its mission, goals, and objectives. Therefore, its communications systems and links are critical to the success of those efforts. Ongoing efforts to enhance and upgrade systems are a major focus of the agency and, in the case of its overseas offices, these efforts must rely on cooperation and joint implementation with the Department of State.

FAS must rapidly adopt standards-based technologies to integrate these often disparate information handling processes. The ubiquitous nature of Internet technology makes it especially well suited to provide a global information infrastructure. However, it is important to remember a network is not the technology; rather, the technology is what makes the network happen. People and their work processes make up a network. The more effectively FAS is able to re-engineer the processes by which it adds value to its information resources (i.e., market intelligence), the more effective its service to the public becomes.

**Means and Strategies:** FAS is implementing strategic planning at all levels of the organization, using GPRA as the central organizing focus. To ensure full implementation of its strategic and annual performance plans, FAS is engaging in the following tactical and action planning initiatives: (1) developing and implementing Civil Rights and EEO strategic action plans that are consistent with Secretarial Directives and appropriate laws and regulations; (2) developing an integrated resource allocation process that assists U.S. agricultural interests in prioritizing and capitalizing on the opportunities identified in the Country Promotion Planning process; (3) developing a systematic approach to make decisions on how overseas' offices are staffed, maintained, opened and/or closed; and (4) strategically managing/ improving FAS' processes to justify the acquisition/ implementation of enabling technologies that are consistent with USDA's technical and information architecture.

The lead organizational unit is FAS' Office of Administrator. FAS' interpretation of ITMRA and OMB guidance on justifying future technology acquisitions is that additional duties are being placed on its program managers. FAS also faces challenges in keeping its overseas communications lines open despite major investments in current technology by USDA. Reliable communications with its field offices are critical to meeting the FAS objective of improving customer service. The Department of State manages most communications systems abroad and currently is engaged in upgrading these systems under authority of the Diplomatic Telecommunications Service (DTS) authorized by Congress in 1993. However, the DTS system may not fully serve FAS needs due to funding limitations and security concerns at the Department of State.

FAS human resources will be used to improve the organizational efficiency of FAS. However, outside (private-sector) assistance will be required on various tasks related to achieving this goal. To improve FAS' efficiency, managers and employees across division lines in Washington headquarters and U.S. Embassies overseas will work in teams as the subject matter experts. These teams will be assisted by knowledgeable experts from USDA and private sector contractors to assist, guide, and facilitate GPRA and other planning processes. Appropriate computerized planning and analysis tools may be purchased for strategic and project



planning.

In order to fully institutionalize strategic planning at every level of the organization, FAS will be following bottom-up and top-down approaches. Building upon the strategic planning workshops held over the spring and summer of 1997 with every division and large staff group in the agency, FAS will be conducting workshops in 1998 and 1999. These workshops will continue the process of linking what every employee is doing to support the organization-wide goals and introduce the concepts of verification and validation and process improvement in the context of GPRA. Managers and employees both need to begin thinking about whether FAS is doing the right things and if so, are we doing them in the most efficient and effective manner possible. By introducing process management to the managers and employees at the same time, they can begin to understand how our collective/individual activities impact our service delivery to our customers and how improvements in our processes can dramatically improve service delivery.

Following a top-down approach, FAS will engage its senior leadership in identifying FAS' core business processes and educate them on the value of vertical and horizontal alignment (i.e., linking employees to the organization's strategies and linking what our customers want with our operational processes). Building a consensus among the senior leadership on what's important and what's a priority is vital for buy-in and support for any agency-wide, cross-functional project.

Resources (funding and staffing) for this management objective are drawn from all program activities since these are cross-agency initiatives. However, funding specifically designated for contracting with the private sector for assistance in developing a performance measurement and evaluation system and in re-engineering the market intelligence gathering and dissemination process has been included under Goal 1, Objective 1.3 for budget presentation purposes.

**Verification and Validation:** FAS will develop and adopt appropriate methodologies to implement GPRA and will measure performance accordingly. FAS plans to survey and integrate into its procedures the best practices of Federal, State and local governments and the private sector related to strategic planning, process improvement, and technology management. FAS will regularly measure the number of its field posts with effective DTS communication links. FAS will benchmark its progress towards achieving its quality assurance goal against the President's Award for Quality criteria. Additionally, developing an agency-wide performance measurement and evaluation system will address any shortcomings on data availability under this objective.

**Management Initiative 2:** Enhance workforce effectiveness through implementing Congressional mandates (e.g., GPRA, ITMRA), Presidential Executive Orders (e.g., NPR, Customer Service, Partnership Councils) and Departmental Orders (e.g., Civil Rights/EEO).

**Objective:** Increase workforce effectiveness of program delivery.

**Program Activities:** All

<b>Funding and FTEs</b>	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
Salaries and Expenses (\$Mil.)	Included	Included	Included
FTEs	under Goals 1 & 2	under Goals 1 & 2	under Goals 1 & 2

## PERFORMANCE GOALS AND INDICATORS

Implement recommendations of Presidential Executive Orders to improve workforce efficiency. Implement USDA's Civil Rights Action Team report to improve FAS' work processes.

Training initiatives developed and implemented:

* Customer service	n/a	Yes	Yes
* Management skills	n/a	Yes	Yes
* Support staff skills	n/a	Yes	Yes
* Training handbook with resource appendix	n/a	Yes	Yes
* Workforce diversity training	n/a	Yes	Yes

Customer satisfaction surveys/focus group interviews implemented:

* Peer Evaluations of FAS' headquarters and overseas offices' performance and customer responsiveness	n/a	Yes	Yes
* Employee work life surveys	n/a	Yes	Yes
* Private Vendor Organization Community	n/a	Yes	Yes
* GSM Exporters/Banks	n/a	Yes	Yes
* Cooperators	n/a	Yes	Yes

Ensure 100% compliance with EEO policies	Yes	Yes	Yes
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Develop and implement a comprehensive Civil Rights Complaint program	n/a	Yes	Yes
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Develop and implement actions to expand the use of cooperative agreements with Community Based Organizations	Yes	Yes	Yes
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Implement employment complaint and conflict management procedures	Yes	Yes	Yes
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Maintain active relationships and ensure recruitment of students from Hispanic Serving Institutions, 1890 schools, Historically Black Colleges and Universities, and 1994 Land Grant Institutions	Yes	Yes	Yes
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**Discussion of Performance Goals:** Recently enacted Federal statutes are fundamentally changing the way Government operates. These include: Government Performance and Results Act (GPRA), Chief Financial Officers Act (CFO), Information Technology Management Reform Act (ITMRA), Government Management Reform Act (GMRA), Presidential Executive Orders on Customer Service, and Partnership Councils mandated by the National Performance Review. FAS' rationale for eliminating barriers to performance is to improve the effectiveness and efficiency of each employee and manager through resolution of union/management issues, enhancement of organizational and individual skills development, and greater use of the cultural diversity within the organization and its partners.

FAS complied with the President's Executive Order on Partnership Councils by implementing a highly effective and beneficial assembly of managers and Union representatives (AFSCME and AFSA within FAS). The success of the FAS Partnership Council was recognized as a model council by USDA and other Federal agencies for its work in helping FAS address difficult and important issues. These include procedures for workforce realignment or reorganization to improve program delivery and efficiency; less cumbersome hiring procedures that empower the selecting manager; empowerment of both managers and staff, and the reduction

of bureaucratic red-tape.

FAS also is committed to institutionalizing the Secretary of Agriculture's policy on Civil Rights (CR) and Equal Employment Opportunity (EEO) where every customer and employee must be treated fairly and equitably, and with dignity and respect. To achieve this goal, each employee of FAS must demonstrate a commitment to equal opportunity for all individuals, embrace and value diversity, and strengthen his/her commitment to an equitable and discrimination-free workplace. FAS has several working agreements with Community Based Organizations, including Asian American, American Indian, African American, Hispanic Serving Institutions, and 1890 Schools.

**Means and Strategies:** The lead organizational unit is FAS' Office of Administrator. FAS is supported by FSA's Human Resources and Training organizations under the cross-servicing agreement between FAS and FSA. Employees will receive a mix of in-house/on-the-job training and training offered by private vendors. FAS created a temporary position in the Office of the Administrator to coordinate training activities for the agency. In addition, FAS human resources will be utilized to support the Partnership Council and EO/CR activities. However, FAS may require the occasional assistance of an outside facilitator to help the organization resolve complex issues. Specific training on "Interest Based Bargaining" will continue to be emphasized because of its proven effectiveness among FAS employees in reaching consensus on an issue.

To fully implement the Presidential Executive Order on Customer Service, FAS may require the assistance of contractors to guide personnel in developing, implementing, and interpreting customer service survey results. FAS also will explore using its Internet Homepage to capture appropriate information from customers to provide better service to them. Additionally, FAS will conduct customer service surveys and/or focus group interviews to create the baseline measure of satisfaction for several activities. Resources (funding and staffing) for this management objective are drawn from all program activities since these are cross-agency initiatives.

**Verification and Validation:** Employee and Customer Surveys will be developed and used to gauge the improvement in workforce effectiveness and customer satisfaction. FAS will benchmark its progress towards achieving its quality assurance goal against the President's Award for Quality criteria. Additionally, the development of an agency-wide performance measurement and evaluation system will address any shortcomings on data availability under this objective.

**Summary of Agency Resources**  
**FY 1999**  
(\$000)

<b>Program Activity</b>	<b>Goal 1</b>	<b>Goal 2</b>	<b>Total</b>
<b>1.1 Market Access</b>			
Salaries and Expenses FTEs	\$25,059 FTEs 175		\$25,059 FTEs 175
<b>1.2 Market Development, Promotion, and Outreach</b>			
Market Access Program	\$90,000		\$90,000
Salaries and Expenses FTES	\$61,486 165		\$61,486 165
Subtotal	\$151,486		\$151,486
<b>1.3 Market Intelligence</b>			
Salaries and Expenses FTES	\$28,227 180		\$28,227 180
<b>1.4 Financial Marketing Assistance</b>			
Export Credit Guarantees	\$4,615,000		\$4,615,000
Export Enhancement Program	\$320,000		\$320,000
Dairy Export Incentive Program	\$82,300		\$82,300
Salaries and Expenses FTES	\$19,212 134		\$19,212 134
Subtotal	\$5,036,512		\$5,036,512

<b>Program Activity</b>	<b>Goal 1</b>	<b>Goal 2</b>	<b>Total</b>
<b>2.1 Long-term Market and Infrastructure Development</b>			
Reimbursable Programs		\$31,500	\$31,500
P.L. 480, Title I		\$111,558	\$111,558
Food for Progress		\$52,825	\$52,825
Emerging Markets Program		\$10,000	\$10,000
Salaries and Expenses FTEs		\$14,485 165	\$14,485 165
Subtotal		\$220,368	\$220,368
<b>Total FAS Resources</b>			
Program Level FTEs	\$5,241,284 654	\$220,368 165	\$5,261,652 819